

Feasibility Analysis of Maternity Package Business in India

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<p>Abstract</p> <p>The Finnish maternity box provided by the Government of Finland to all new parents became very famous all over the world in recent years. It is a high-quality product that provides a complete set of clothes needed for an infant, care products and a sturdy box that converts to baby's first bed. This motivated the author to explore a business idea offering a similar product for India. The product would be sold online and targeted at metropolitan cities in India. Before entering the product creation phase, it was important to analyze the feasibility of this business idea.</p> <p>A mixed-method research approach was utilized using case discussion and a quantitative survey. Exploration of the business idea was done using segmentation, customer behavior, Indian market trends and risks identification. Business tools, SWOT analysis and business model canvas were used to gain deeper understanding of the business. An online survey was conducted to analyze the customer attitude and preference towards the new product. The survey revealed statistics on product necessity, likeability, purchase likelihood, preferred characteristics, and type of products that the respondents would prefer in the package.</p> <p>The findings showed that the maternity package business in India was 'very likely' feasible. The market showed high growth potential for the baby product and apparel industry. There is an established e-commerce infrastructure and logistics system in place. The potential customers were interested in the product and there was a high purchase likelihood. It was revealed that the Indian version of the box will differ from the Finnish version as the respondents preferred care products over clothes. Further research is recommended to include detailed market research, financial elements and a proper business plan.</p>		
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1 Introduction

1.1 Research Background

Finland's famous maternity box or the worldwide famous baby box, has helped achieve Finland one of the world's lowest infant mortality rates. It is a big cardboard box provided by the state to all expectant mothers and contains supplies like bodysuits, nappies, sleeping bag, outdoor overalls, bathing products, bedsheets and a small mattress. The box converts to be baby's first bed too. This tradition started back in 1949 which gives the same start to every child born. The contents of the box are of high quality and in some cases would be otherwise unaffordable by some Finnish families. The idea of this box as a new business idea slowly became popular after BBC's article in 2013 (Lee 2013). Companies like Little'un and BritishBabyBox emerged in UK trying to provide a similar box as a starter kit for new families. Little'un is even calling their product The Finnish maternity box and offers it in four different options. This business now exists also in USA, has been adopted by two entrepreneurs in South Africa, a few hospitals in London, UK and Texas, USA. (Barford 2016.)

This motivated me to come with a similar business idea for my home country India. This thesis will analyze the feasibility of a similar baby box business in a completely different region, weather and culture. Though India's infant mortality rate has improved in the past years, but it still stands on 38 per 1000 live births in 2018 (The World Bank 2019). It is still due to poor living conditions and high illiteracy. My business idea does not yet target towards improving mortality rate but just providing a pre-designed and well thought kit of products for new parents. It could also prove to be a great gift idea where friends and family can just pick a box that suits the new parents.

1.2 Research Questions and Limitations

The main research question of the thesis is whether the Maternity Box business will be a feasible business in India or not. This research will try to answer the feasibility question by answering the sub-questions related to customer behaviour and market.

It will explore whether there is a need for this product in India or not. It will find out the existing demand, opportunities, the hurdles and existing similar products or competitors.

This research will be limited to India only and cannot be applied to any other country. As India is a huge country, so the products cannot be yet designed to cater all kinds of geographical areas but will be mainly targeting the metropolitan areas like Delhi, Mumbai, Bangalore etc. This research will be mainly targeting the users who do online shopping and use social media as the main marketing channel will be online. Hospitals can also be included as a marketing channel for this product.

1.3 Research methodology and Data collection

According to Creswell (2014, 4), there are three types of research methods, qualitative, quantitative and mixed methods. Qualitative research involves a more discussion type approach and open ended questions where the researcher interprets and explores the data. Quantitative research focuses more on numerical analysis of the data which can be quantified. Web-based simple surveys where the responses can be numerically analysed fall under quantitative method whereas focus groups or interviews with more discussion of the topics are qualitative in nature. Qualitative research is considered so because the information cannot be used to do mathematical analysis. Quantitative research approach aims at gathering numerical data and generating inferences from numerical calculations.

Mixed methods approach involves integrating both qualitative and quantitative ways; statistical and text analysis with multiple forms of data to draw conclusions.

Research design for a new product or existing product market research can be exploratory, descriptive and casual (Pratap 2019). Exploratory research is like investigating a case to get a better understanding of the problem. Both primary and secondary research methods can contribute to an exploratory research. Feasibility analysis of a new business idea will involve gaining a better understanding of the product and the market. This research will be exploratory in nature as it will include gaining more understanding of the business idea using business tools like SWOT analysis and Business model canvas. Added to it will be a survey to understand the

Indian customer behaviour and attitude towards the product and their preferred characteristics. This means that the research approach in this thesis will be mixed-methods in nature as most theories that will be applied like SWOT analysis, Business Model Canvas, and the survey with potential customers will generate both qualitative and quantitative data.

Primary data in this research would be collected from an online questionnaire or a survey specially prepared for parents or parents to be residing in metropolitan cities in India.

1.4 Thesis Structure

Chapter 2 elaborates the main theories on Entrepreneurship, Market Research, Segmentation and Positioning and Customer Behavior. Business analysis tool, Business Model Canvas is introduced.

Chapter 3 focuses on the case, new idea and applying the theories from above to evaluate the new business idea. A SWOT analysis is done followed by risk analysis. Business model canvas is created for the maternity package business.

Chapter 4 describes the survey questions and the answers received. Data analysis is done.

Chapter 5 covers the results and business feasibility question answered using the discussion from chapter 3 and chapter 4. Limitations and recommendations related to the research are outlined.

2 Theoretical Framework

2.1 Entrepreneurship

Harvard Business School's professor Howard Stevenson defined the definition of entrepreneurship as "the pursuit of opportunity beyond resources controlled" (Eisenmann 2013). Entrepreneurs take advantage of certain situations and take appropriate actions. The entrepreneur, the opportunity and the context could be identified as the three dimensions of an entrepreneurial situation (Schmitt & Husson 2017, 23).

In a chronological aspect, an entrepreneur goes through seven stages which can be called as Entrepreneurial Life Cycle. Small, medium and large-scale enterprises, all go through these stages. India has a classification of enterprises as micro, small and medium enterprises based on the amount of investment needed. Their common characteristics are that they are initiated by individual entrepreneurs, require less capital, use simple technology and aim at increasing employment opportunities. They also use local resources instead of foreign companies as their suppliers. (Sreevidya 2011, 24-27.)

Entrepreneurs must manage a very complex mix of innovation, business and financial elements. They must analyze the business idea from four perspectives: company, customer, collaborator and competitor. Company analysis means what will the product or offering be and what value will you bring to the customers. Customers can also be classified in three different categories, decision makers, end users and the influencers. A competitor can be existing or a future threat too. They are crucial to a business idea research. Various Organizations, social media platforms and e-commerce solutions will be the collaborators. (Spaeder n.d.)

Knowing the different stages of an entrepreneurial cycle helps an entrepreneur makes informed decisions in increasing the effectiveness of businesses. First stage is the "Opportunity Recognition" stage which comprises of research, analyzing the concept and evaluating the commitment of the team. Concept testing is also done at this stage using surveys and interviews well before the product is ready. The product or the service in question at this stage will certainly differ from final product, but the

research may prove as a good indicator towards the feasibility of the new idea. (Lancaster & Massingham 2011, 141-143.)

Next comes the “Opportunity Focusing” stage where it comes to narrowing it down to what the focus of the venture will be. It will expose the drawbacks of venturing further into the idea and expose gaps. It is advisable to have a third point of view in order to judge the attractiveness of the idea.

“Commitment of Resources” stage starts with a well written business plan. Many entrepreneurs skip writing an effective business plan due to the time and commitment it requires but it is a crucial step. “Market Entry” stage is defined by initial profitable sales and certain objectives met, that were set by the team.

“Full Launch and Growth” stage can go either way where the business remains a small-scale venture as there is not enough market growth opportunities or opt for a high-growth strategy. This is the final stage for most businesses.

At “Maturity and Expansion” stage, professional management is required to achieve global expansion, mergers and extensions. (Entrepreneurial Life cycle n.d.)

Entrepreneurship trend in India has changed with the increase in technology compared to the times where business and service profession ran as per the families’ path. Incubation Cells setup by many universities increased the interest in entrepreneurship among students and started to be viewed as ventures instead of just family businesses. These ventures are funded by risk capital unlike the conventional system funded by hard assets. Rapid growth is the motive behind new age entrepreneurship (SPJIMR 2017). In my opinion this is true for metropolitan and big cities, but for small cities and villages, traditional business model based on ancestry is still the prevailing strategy.

2.2 Market Research

An entrepreneur’s first step towards executing an idea must be through market research. There is a lot of data available on internet which might not be particularly useful for a new business idea. To understand if it is unique and has the required potential, market research is important. It also helps in lowering the risks, identifying

opportunities and recognizing the competitors. It must be done before the business plan is formulated. (Hammady 2018.)

There are two types of market research, Primary and Secondary. Primary research is done by the entrepreneur or by using a company's services to answer the main questions before setting up a new business. Focus groups, in-depth interviews and observations are type of qualitative primary research. Secondary research is done by using public information, data from associations, media sources and economic measures. Colleges and universities conduct research in various departments and published data from them could be useful too. (Hammady 2018.)

Qualitative and quantitate are the two types of research methodologies. If robust numbers are needed, quantitative research is needed. Qualitative market research for a business idea provides an insight on how people think, what motivates their purchase decisions and done with relatively small number of respondents.

Quantitative research provides a better understanding on the number of customers inclined towards buying the product. (Charterhouse Research n.d.)

Secondary data in developing countries such as India could be different in terms of data documentation when compared to developed countries with more reliable sources. Secondary research in India must be done carefully by using most relevant sources, annual reports of related companies, Central Government reports or joining industry associations. Primary research though adds more value to the research. In India, it could be done by expert interaction, choosing the right respondents, live webinars or podcasts. The best way though is to combine both primary and secondary data to confirm a logical analysis. (Shaik 2012.)

Market Research not only can facilitate a new company deliver right products to the right market but, guide an existing company to expand its businesses in four direct directions. Table 1 shows a strategic framework for market research for expanding existing business. A company can seek to sell its existing products in new markets if market research shows sizeable potential customers. With the increase in globalization, the ease of expansion has become easier than before with existing exports systems and logistics in place to support.

Market research can show brand loyalty and the likelihood of existing customers buying company's new products. Measures that prove customer satisfaction can help a company create more opportunities for the existing markets. Market research can help explore the needs, competition and what kind of other products are already available in the market. (Hague 2006, 19-21.)

Table 1. A strategic framework for Market Research in Business Expansion (Hague 2006, 20)

New Products	Market Research can show the prospect of adoption of new products	Market research can show opportunities and provide an understand of unfamiliar markets
Existing Products	Market research can measure customer satisfaction to find out how to maintain a competitive edge	Market research can find new areas to sell the existing products or services
	Existing Markets	New Markets

Market research can help a company solve its financial problems by answering relevant questions such as how to achieve more sales or the causes of fall in profitability. Such are high-level research questions that can be answered with market research. Detailed questions related to market structure, product information, price information, distribution information and segmentation opportunities can be answered by market research too. (Paul Hague 2006, 21-23.)

2.3 Segmentation and Positioning

Every entrepreneur needs to answer who will be the potential buyers of his product or services and will the number of buyers be enough to make the business profitable. With limited resources at hand, a new business should focus on those consumers

who have the most chance of purchasing. To accomplish this, dividing people with similar characteristics into different groups will help identify the easiest group. This process is called market segmentation. (Tanner & Raymond 2012, 147.)

Target market is the segment of people a business decides to sell the product to. There are several benefits by segmenting and target marketing. One avoids a clash with other businesses by targeting their own identified potential customers. Product development is done keeping the segment in mind which saves efforts to modify the product later. Web development has made it easier to simply gather the search data, browsing patterns and create precise offering. Google offers services such as AdSense which are quite affordable for even small businesses. Blogs, discussion forums and surveys can help identify a potential segment for a new product.

Table 2. Common ways of segmenting buyers (Tanner & Raymond 2012, 157)

By Behavior	By Geography	By Demographics	By Psychographics
Benefits from the product	Region (country, state)	Age	Activities
How often the product is used	Size of the city or town	Income	Opinions
Buyers Status and loyalty to the product	Population density	Gender	Values
	Climate	Ethnicity	Attitudes
Usage Frequency		Education	Lifestyles
		Occupation	
		Nationality	

Behavior patterns like usage frequency and the benefits users expect from the product are very common ways of segmenting buyers. Different generations users have specific characteristics, their level of comfort with technology and their numbers in a certain area. Companies try to develop new products to appeal to

different generations. Many businesses are focused on special events in a family's life cycle. Weddings and related products are one such example and is a billion-dollar industry. Developed countries are different from developing countries in many aspects and products could be very different too. Geocoding, a process where companies keep a track of a buyer's zip code can help with discovering clustered customers. Combination of both demographic and geographic factors can help create customer profiles. Psychographic segmentation is mostly done by surveys or interviews where data on people's interests, values, opinions, attitudes and lifestyles is gathered. (Tanner & Raymond 2012, 156-165.)

Positioning the product in the marketplace in competition with other products to stand out is called Positioning. Positioning is a reiterative process for many companies accomplished to create uniqueness to the market. Figure 1 shows the steps of the iterative positioning process.

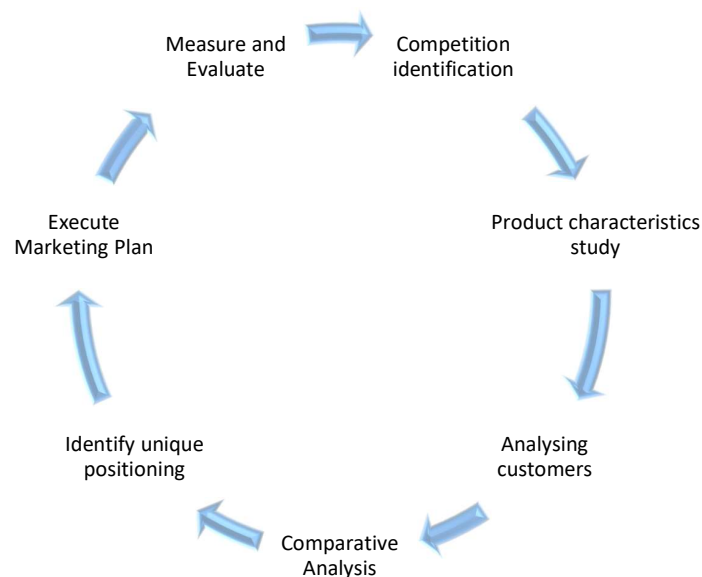


Figure 1. Steps in a positioning process (Mbaskool 2019)

One tool that analyses the positioning, is a perceptual map. It demonstrates how the new product will be positioned against competitors using different characteristics of a product that are relevant to the buyers. It is done by using variables that are

relevant to the consumer and then placing the brand in terms of those variables. It helps find the gaps in the market where the new product can be placed. For example, an automobile industry's perceptual map may have variables like affordability, sporty or classy.

2.4 Buyer Behavior

It is the responsibility of an entrepreneur to research the buying behavior of the potential customers for a product-based startup. Factors that determine the consumer's decision making are a huge part of a company's marketing strategy and product development. It is important to focus on the needs of a specific group of customers who can relate to the product. (Lancaster & Massingham 2011, 41.)

Buyer behavior can be categorized into the seven O's of the market place:

Occupants: Who constitutes the market?

Objects: What does the market buy?

Occasion: When does the market buy?

Organization: Who participates in the buying?

Objectives: Why does the market buy?

Operations: How does the market buy?

Outlets: Where does the market buy? (Kotler 2006.)

Consumer behavior can be researched through focus groups, interviews or futures research. In Futures research, interviews are mostly conducted with a mix of individuals with different view points and those that have proved to be hard-thinkers in the past. Possible future behavior determination can play a good role in determining the feasibility of a new product. There are different models to determine the factors that influence a consumer's behavior. Models like Pavlovian Model, A.H. Maslow's hierarchy of needs consider psychological aspects like learning, internal drive, ego needs etc. Economic models focus on pricing, family's economic situation whereas more complex models like Engel-Blackwell-Kollat Model include environmental factors, exposure of information, societal status and many other co-

dependent factors. (Khan 2004.) Figure 2 shows a simplified model for consumer behavior including environmental influences and individual influences.

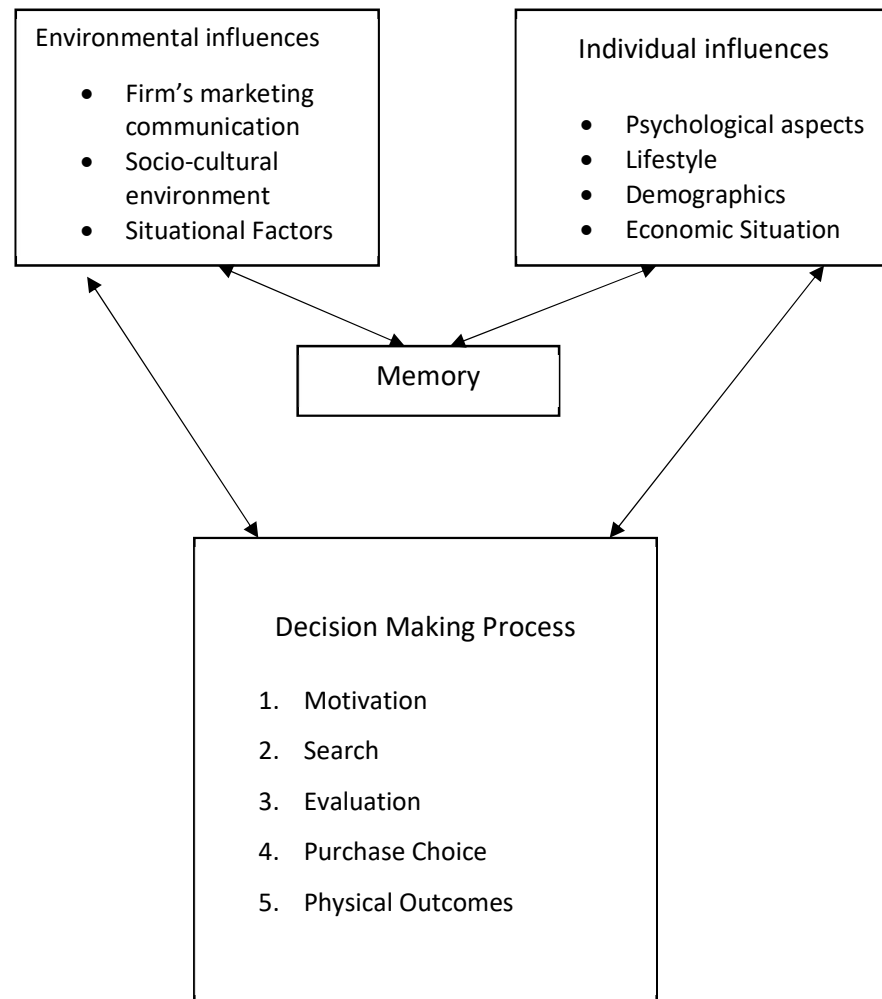


Figure 2. Simplified model of consumer buying behavior(Lancaster & Massingham 2011, 47)

These influences are all carried in buyer's memory and feed the decision-making process. Environmental influences such as culture, social class, occupation drive the need to buy a product. The situation in which the consumer is going to use the product falls under situational factors such as buyer's preference based on his mood, time or place. Certain situations affect an individual's or a group's mindset differently than others. Evaluation of possible purchases are also dependent on demographic

factors such as Age, income, education and sex. AIO (activities, interests and opinions) constitute the lifestyle variables which help in correct segmentation of the market. Buyer's spending capabilities and even borrowing powers are to be considered while pricing and framing the marketing strategy for the product. (Lancaster & Massingham 2011, 47.)

The decision-making process comprises of five stages. A strong need is behind the motivation of purchasing a new product. Increase in technology has changed the idea of traditional shopping and internet has become the fastest and easiest way of gaining information. People first tend to gather information about a product they wish to buy before evaluating the available alternatives. Online shopping giants such as eBay and Amazon enable searching and evaluation of the products available in the market. Direct user reviews play a vital role these days in the decision-making process. Easy refunds and returns give the consumers a good cushioning while making the purchase. Purchase outcomes is identified as satisfied or dissatisfied with the choice. Companies try to increase their efficiency by keeping in mind the post purchase behavior in order to retain customers as it costs less to keep an existing customer rather than gaining a new one. (Lancaster & Massingham 2011, 52.)

2.5 Business Model Canvas

Business model canvas is a tool to describe and design business models for new or existing businesses. It was introduced in the book Business Model Generator, 2010 and comprises of nine building blocks. An entrepreneur can focus on each building block separately while carefully planning the business. Table 3 describes the main features of each building block of the business model canvas.

Table 3. Business Model Canvas (adapted from Osterwalder & Pigneur 2010)

KEY PARTNERS	KEY ACTIVITIES	KEY RESOURCES
<p>Who are the important partners for the company? What alliances does the company need to make ? Who are the suppliers ?</p> <p>Motivations for Partnerships: Strategic reasons, assure continuous supplies</p>	<p>What major activities does the company perform ?</p> <p>CATEGORIES: Manufacturing, Problem Solving, Support Tasks, Platform/Network</p>	<p>What are the major resources needed to deliver the end-product to the customer?</p> <p>TYPES OF RESOURCES: Physical, Financial, Intellectual, Human</p>
VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CHANNELS
<p>What customer needs does the business fulfill ? What is the unique thing that it offers to the customer? What value does the customer receive from the product or the service?</p> <p>CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability</p>	<p>What kind of relationship the company has with each customer segment ? How does the company maintain a relationship with the customer? Are they costly?</p>	<p>How is the company reaching the customer? How is it delivering the value propositions ? How is the feedback from the customer received ? What channels are cost-efficient?</p>
CUSTOMER SEGMENTS	COST STRUCTURE	REVENUE STREAMS
<p>Who are the most profitable customers?</p> <p>Does the business target mass markets, needs based segmented markets, region or culture based diversified markets, or a niche market ?</p>	<p>What operational costs the company has to incur ? How much does the resources cost? What key activities are expensive?</p> <p>COSTS: Salaries, Loans, utilities, rent, variable costs, production costs.</p>	<p>What are the customers paying for? What mode of payments the company accepts? How much does the sales contribute to overall revenues? What is the pricing system ?</p> <p>TYPES: Subscription fees, Licensing, Advertising, Sale price</p>

Profitable customers are the heart of any business model. Designing a project plan is very much based on which customer segments the business must serve and which to ignore. Once the specific needs are understood, business model can be planned (Osterwalder & Pigneur 2010, 20).

As discussed in segmentation above, a business can serve some specific customers to stand out. This is a part of Customer segments building block where you list down the target customers. Business models focusing on mass market do not have

customer segments where all the potential buyers have same needs. It could be a very niche market like luxury products for certain clients. Such models can be also be found in supplier-buyer relationships. Segments can be created based on age , gender or geography too. Different needs , culture also create specific market segments. Some businesses also target certain businesses or create supporting products for them. (Osterwalder & Pigneur 2010, 21-22.)

Value proposition is creating value for the buyers by satisfying their needs. It can be created by quantitative elements like offering a better price , speed of service or qualitative offerings such as customer experience , design or better quality. Value proposition is what forces a customer to change the company (Osterwalder & Pigneur 2010, 25).

It would be beneficial to see the value proposition of competitors in the market so as to offer a unique quality to your customers. It could be as simple as accessibility or risk-reduction. Companies offering exchange options or money-back are offering risk reduction as a value.

Channels are ways to reach customer segments. How a company communicates and distributes to the customers and perform sales falls under Channels. There are direct and indirect channels, where direct means that a company can use its own sales team to promote sales or indirect channels like partner retail stores. Each business activity like creating awareness of the product , how a customer will buy the product, delivery and after sales will use these channels. Post-purchase customer feedback and support will also use these channels.

With too many options in the market, it is important to establish and maintain customer relationship to enable loyalty. Retaining the existing customers is important in many types of businesses such as cable subscriptions or telecom providers. These relationships can also be used to boost sales whenever a new offering is added to the product. With the increment in automated technology, chatbots or simulated services are becoming popular. Also the increase in online shopping has reduced the need of personal assistance. Co-creation is a way of creating products and services along with the feedback from the customers.

Successfully delivering the value proposition generates the revenue streams. A business has to evaluate the prices to be asked for the products and how much will it be contributing to the overall revenues. It is an important step in the business plan.

Key Activities are the most important tasks a business executes for a profitable business. They differ widely depending on the business type. Manufacturing firms have their major activity as production of same quality product. A software firm such as Reddit just provides a platform for users to discuss a variety of topics. It has its major activities as maintaining the website, the app and regulating the content of the website.

Key resources comprises of the important assets a company requires. These can be physical assets like warehouses, an office or a store. Intellectual resources though hard to create bring more value to the company in long term. Creative industries have their key resources as their employees. Human resources include skilled labour, experienced experts and effective sales force. A start-up firm's value is as good as its start-up team. Resources can be financial too like funding for a start-up, lines of credit or owned stocks. The format of owning resources has changed with technology such as social pooling companies like Airbnb, Uber do not own the products they actually offer.

Cost of key activities and resources are listed under Cost structure. Some activities may be outsourced and some products can be bought from suppliers. This information is part of key partnerships. (Osterwalder & Pigneur 2010, 20-23.)

Over the years, Business Model canvas has been reinvented many times to suit the needs of a specific industry. Lean Canvas is one such model for software start-ups based on business model canvas but focuses mainly on customers' needs (Gierej 2017, 208).

Business model canvas is a good framework but does not define interconnectivity among its components. It is more theoretical and less dynamic when it comes to more competitive markets. It is also the responsibility of the entrepreneur to use it more wisely to evaluate the different building blocks at micro level too. (Rodrigues & Lopes 2018.)

3 Maternity Package Case

Finland's well-known social innovation, the maternity box, became famous when BBC printed an article about it in 2013. Every Finnish mother has been receiving this package since 1949 which aims at providing same start for every child in the country.

With the country having cold weather for half of the year, it is well loaded with good quality winter clothes. It includes a sleeping bag and a thin mattress inside a firm cardboard box which also acts as a first bed for many babies. It is a starter kit with many necessities ranging from clothes to toys to ease the new parents into this new phase of life. This program driven by the government decreased the infant mortality rate and is now recognized as part of the culture.

In recent years, Scotland, Argentina, and Australia's Governments have adopted the same innovation for first-time parents and distributed customized maternity boxes well suited for their own country. A Finnish company founded by three entrepreneurs also sells such boxes online and has been well received in UK.

3.1 Indian Market

India is a developing country with birth rate of approx. 19 which means number of live births per 1,000 people is 19. The country has a huge population with high number of young people becoming parents. Strong economic growth has resulted in an increased spending on the children, especially in urban India where nuclear families are more prominent. Owing it to big e-commerce companies like Flipkart, Myntra and Amazon, online buying is very popular in metropolitan cities.

India has an estimated of 120 million children between 0-4 years age. Between 2020-2025, Indian baby care products is estimated to grow at a CAGR of more than 15% (Businesswire 2020). Baby products are categorized into toiletries, baby feeding products, baby safety and convenience, baby clothes, shoes and toys. Also, children's apparel market accounted for 20 percent of the total apparel market in India in 2018. During the last five years, kid's apparel and footwear industry has seen a steep rise in its growth (Ken Research 2017). Euromonitor projects this industry to grow at a compounded annual rate of 17.9% from 2018-2023, even higher than womenswear

and menswear categories (Balram 2019). According to Flipkart, tier-2 and tier-3 cities' sales have seen immense growth in the year 2018. This industry in India is still at an unorganized stage, but the trend shows high potential. FirstCry was the market leader in 2017 and relies highly on online sales.

The maternity box is not just an apparel package but holds a good number of care-products as well. The growth figures of baby care products market and the apparel market shows an increased expenditure by the parents. It is a good indicator of the buyer potential of maternity package product in India. E-commerce giants like Flipkart have recorded \$100 million in one day (Bhargava 2019). The logistics network is very reliable and delivers parcels rapidly. This shows that online shopping has increased substantially in India and it can be a dependable sales-channel for the maternity package.

3.2 Customer's Buying Behavior

The maternity box's first obvious customers would be the to-be parents. As this business will be available only online for purchase, the potential buyers will be most likely from urban India where both the parents are the main decision makers of the family. As gifting is customary for such an occasion as childbirth, grandparents, close relatives and friends would be another segment of customers.

India is a huge country with a variety of cultures each having its distinguished features. Each state has their own culture which is reflected in their apparels as well. Irrespective, the necessities of a child, the clothes a baby would wear are mostly common as comfort is the main requirement at this stage. Fashion comes at a later stage for a kid.

Need is the main directive towards motivation. Many things for a new child are considered as basic need and are a must buy. The motivation towards buying this product will be being well prepared for the new child especially when you are a first-time parent. Most parents want to be prepared with appropriate clothes, care items and a few toys before their child is born as they will get busy with the child-care later. All these products are bought separately generally so this business will be introducing a new idea to the customers.

Search step by the buyers will be mostly a response to the advertising and marketing communication by the company. Awareness of such product is mandatory before the potential buyer will start evaluating whether to make a purchase or not.

As there are not many competitors, evaluation from customer's side will be comparison of buying the package or choose products separately. This decision will be fed by situational, economic, lifestyle, time and preference factors (Lancaster & Massingham 2011). Environmental factor such as weather will be a main factor in the evaluation stage to confirm if the products are weather appropriate or not. Weather varies a lot across all over India, with Delhi facing extreme warmth in summers and cold temperature in winters in contrast to Bangalore in south with moderate climate throughout the year.

3.3 Segmentation and positioning

Baby wear in traditional India has always been purchased from local stores whereas high valued branded baby clothes were mostly bought by the wealthy. With the increase in double income households, social media presence for best photographs and millennial parents, many families look forward to opting for good quality branded baby wear. Flipkart, Amazon, Myntra, Puma India have dedicated infant lines for ages up to 2 years getting most sales from tier-2 and tier-3 cities. This shows that families have expendable income for a good packaged product like the Finnish maternity package.

Since 2012, India has seen an increase in internet users with young population being the fastest one to adopt it (Ken Research 2017). Segmenting by area in India, main target would be the metropolitan areas like Delhi (National Capital Region), Bangalore, Mumbai, Pune, Ahmedabad, Jaipur and Hyderabad. These cities have a high population of young nuclear families with double income. Even a single region like Delhi with its population in 2020 as 30,290,936 could provide a huge number of potential customers for the business to be profitable.

In India, based on the amount of investment needed, such businesses can be classified as micro, small and medium enterprises (MSMEs). In this case, company

would be classified as a Small Enterprise as the investment needed will be between Rs. 10 Lakhs and Rs. 2 crores (INR) (Sreevidya 2011, 24.)

As there are not many competitors offering a similar product, company can create its own characteristics for positioning. The unique selling proposition will be the effortless and time-saving element of the product. To attain a certain positioning in the market, maternity package has to offer a unique quality of convenience and a one-click access to bundled high-quality products. It would target the busy nuclear family parents where the intent is to save time and effort.

3.4 SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats is an assessment tool that can be used for any project planning, business strategy and fact-based analysis. It leads to assessment of a new business idea, risks, competition and its potential (Grant 2009). Strengths and Weaknesses are more of internal factors more to do with the organization itself, its processes, people etc. whereas Opportunities and Threats are external factors drawn from the market, economy, and the competition (Mindtools 2020). A SWOT analysis is typically conducted using a structured four-square matrix as seen in Figure 3. It shows the overall idea of a SWOT analysis. The way to use a SWOT analysis is to build strategies to use the strengths to maximize the opportunities and minimize the threats.



Figure 3. Simplified model of SWOT Analysis Matrix Template (Mindtools 2020)

SWOT analysis in this case will help give us an insight to the positives and negatives of this business idea in the Indian market scenario. It will help check the viability of the baby box business idea, whether there is a market for it in India, and whether it is worth investing time and money in this business. It will reveal the existing and future threats that might affect the profitability of the business. Table 4 below shows the major internal and external factors of the SWOT analysis done for the maternity package case.

Table 4. SWOT Analysis Matrix for the Maternity Package Business Case

INTERNAL FACTORS	INTERNAL FACTORS
STRENGTHS (+)	WEAKNESS(-)
<ol style="list-style-type: none"> 1. Unique product with necessary items of high utility 2. Good Quality product 3. Established web sales channels like Flipkart, Amazon, Myntra 4. Established Logistics services in big cities in India. 	<ol style="list-style-type: none"> 1. No inside production, dependent on suppliers. 2. Life situation specific product (childbirth) 3. High expense product 4. High advertising costs
EXTERNAL FACTORS	EXTERNAL FACTORS
OPPORTUNITIES(+)	THREATS(-)
<ol style="list-style-type: none"> 1. Huge market as India has high child-birth rate 2. Only 1 competitor with similar product 3. Most new working parents want convenience and time-saving 4. Potential for growth 	<ol style="list-style-type: none"> 1. Lack of awareness that such a product exists 2. Socio-cultural factors 3. Cannot cater to wide variety of consumer taste

Strengths

Stepping into the new phase of parenthood, new parents are sometimes clueless as what all they will need. The product will be a unique and comfortable alternative to buying everything separately. The idea is to assemble a collection of high-quality products making the product attractive overall. Also, studies show high risk of SIDS for babies sleeping in their parent's bed and the box provides a safe sleeping space for the newborn (SIDS).

As initial business will be completely online, it has a huge market. It will be easy to buy online through e-commerce websites. Social media platforms like Instagram, Facebook can be used initially to create the awareness of such product in India.

Setting up the business through Amazon and Flipkart requires low investments, and one can use their already established processes. Established logistics like E-kart can be used to deliver the product in efficient time

Weakness

The product is an assembly of different baby clothes, care products from different suppliers except the box which must be designed and produced. Either the business must purchase bulk products in advance to keep the uniformity of the baby box else there is an increased dependency on suppliers to provide the same products whenever demand is generated.

It is a low-frequency product, bought in a specific life-situation. Hence one cannot expect to retain same customers and always be focused on getting new buyers. Though customer satisfaction/feedback will be an important factor in generating future sales.

As it is a fairly new product in India, people would not be searching for it online, so creating awareness through advertising is needed. Advertising costs could be high which will require initial funds.

As the package should have a lot of necessary items, its price will be high and could be a roadblock in the decision making of many potential buyers. Even though, correct evaluation by the customer can show that overall it will be a money-saver compared to when all items are bought separately.

Opportunities

India has a high birth rate of 19 live births per 1000 and high number of young people becoming parents. This is a good opportunity marker for such a product.

The product is almost new for Indian market with only a very recent company, BunzUU selling a similar product available in three different options. The competitor risk is low, but on the other side all items in the box can be bought separately too which is a high competition for the product. It will be a time-saving easy buy hence it should be marketed for its unique qualities.

Growth opportunities are high where hospitals and maternity homes can be contacted to reach directly to the target customer.

Threats

First time expecting parents need all the information related to an infant but lack of information regarding such a product could be a drawback in this case.

Cultural and social values change very slowly within a society. They are very firmly established that companies must count them as factors influencing their marketing strategy. In a few cultures in India, families do not believe in buying products until after the baby is born. Also, many refer to their parents for advice and help, instead of deciding on their own. This must be accounted as a socio-cultural threat for this business (Lancaster & Massingham 2011, 399).

India has a very diverse and rich culture which could pose a challenge to please all kinds of buyers. The products, specially the clothes will be gender neutral but might still not be to everyone's taste. As a start-up there would be only 2 or 3 variations of the box available which might also prove to be hindrance in providing variety to the customer.

3.5 Business Model Canvas

Every business has a certain number of common elements which can be outlined to describe the working of a firm or a product. Business model canvas outlines these blocks which can be used to frame the working aspect of a new business idea too (Osterwalder, 2010). Table 5 below shows the important elements of the Maternity package business in India.

Table 5. Business Model Canvas for the Maternity Package Business in India

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Box manufacturers Different Products' Suppliers Logistics Partner Customers	Box Designing Goods Selection Packaging Advertising	New Product concept Helping New Parents Time Saving Quality products bundled. Convenience	Transparent Inexpensive Co-Creation from feedback	Niche Market - Expecting Parents Friends and Relatives of the expecting family
	Key Resources Entrepreneur Office Premises E-Commerce seller subscriptions Customer's and Research Data		Channels E-Commerce websites Social Media Hospitals	

Key partners for the maternity package business will be its suppliers, box manufacturers, logistics partners and customers. The box itself is a major part of the product and its quality manufacturing in India will have to be ensured. Regular supply chain of clothes, care products will require a stable partnership with the suppliers. To ensure availability of the product to the customer, a trusted logistics partner will also be needed.

Key activities at the entrepreneurship stage would be designing an attractive package, assembling the right quality products and then making the product known to the market. Advertising or social media presence will be a key activity to get the new customers.

An entrepreneur acts as the idea generator and the decision maker. He makes for an important asset for a new company and is a key resource of the business.

A company's value proposition is what it offers to its customers. It could differ from its competitors through innovation, accessibility, price and many other elements.

This product offers a packaged concept of baby products in Indian market based on the famous Finnish Maternity box. Its value is in the convenience, time saving aspect and quality products offered to new parents.

As the target customer for this product is based on a specific life situation, the aim is to create a satisfied customer and not a loyal one. A happy customer who gives positive reviews of the product will help attain more customers. Customer feedback will help in modifying the product to create better suited versions of the box. A customer relationship in this case will be inexpensive and mostly limited to proper feedback.

Channels describe how a company delivers its value proposition to its target customers. This business in the startup stage will be mostly dependent on e-commerce solutions in India like Flipkart, Amazon and Myntra. Social Media Facebook Advertising, Instagram will be used to create awareness of the product and make it appealing to new parents. The Maternity hospitals can be used as an advertising or sales channel too. This will require partnering with certain hospitals in the metropolitan cities of India.

This product meets the need of a very specific customer segment. It will be a niche market aiming at double income nuclear families living in major cities of India where online shopping is very prevalent. Mostly the expecting parents, new parents or their friends and relatives will be the target customers for this product.

3.6 Risk Analysis

New product development process must involve pointing out the risks associated with it. Small and Medium enterprises can face many types of risks such as market risk, technical risk, commercial risk or organizational risk (Thäuser 2017). Risks could be defined as an unfavorable situation or outcome which must be pre-considered to be successfully managed. Specialized industry or sector can have their own specific risks, but a general evaluation of risks is possible for any new product idea.

The maternity package business in India can face many potential risks from as vital as initial acceptance of the new idea by different cultures in India, or a commercial risk such as high cost of creating the package. Main risk is low acceptance or product rejection which can be evaluated by concept testing and proper market research.

With the high-quality of e-commerce structure in place in metro cities of India, there are less technical risks to be foreseen in this case. Creating a high-quality box can increase the overall price of the package which could be a big commercial risk. This can be mitigated by exploring a range of suppliers to get the best price and proper budgeting.

Organizational risk is low in this maternity package case because it requires less infrastructure in the first place and a small team would start the product development.

Unprecedented risks such as Corona infections will affect the business model adversely because the product does not come under necessity and requires one-time big purchase.

4 Data Research

4.1 Survey

An online survey using <https://www.mysurveylab.com/> was created. All questions were mandatory except a few of the questions presented logically based on the respondent's answers to previous questions (Appendix 2).

This section will describe the questions and the answers. The survey was shared with people living in India as their opinion is what matters for this business idea to transform into a practical case. The survey had logical handling for a few questions as first time parents would think differently from people who already have a child. Pregnant people will handle the situation differently compared to non-pregnant ones. It was also asked whether they are aware of the Finnish Maternity box which can place a product instead of just the concept in their mind. The favored characteristics of the box and what kind of baby products would be more preferred was also asked.

Q1. Do you live in India?

Table 6. Survey question 1 Resident of India

	%	#
Yes	100%	49
No	0%	0

100% of the respondents live in India.

Q2. How old are you?

Table 7. Survey question 2 Age Groups

	%	#
Under 18	0%	0
18-24	2%	1
25-34	51%	25

35-44	43%	21
45-54	2%	1
55+		1

94% of respondents fall under 25-44 age range which comprises of most common ages for becoming parents.

Q3. What is your gender?

Table 8. Survey question 3 Gender

	%	#
Female	88%	43
Male	12%	6

88% Female 12% Male.

Q4. Are you an expecting mother or a father?

Table 9. Survey question 4 Expecting parent

	%	#
Yes	18%	9
No	82%	40

18% are expecting parents.

Q5. Is this your first child?

This question was only given to persons who answered “Yes” to Q4.

Table 10. Survey question 5 First child or not

	%	#
Yes	56%	5
No	44%	4

Out of the 9 expecting parents, 5 were first time parents.

Q6. Do you feel prepared for this new phase of life?

This question was only given to persons who were becoming parents for the first time i.e., answered “Yes” to Q5.

Table 11. Survey question 6 Preparedness

	%	#
Very much prepared	40%	2
Somewhat prepared	40%	2
Not at all	20%	1

40% felt very much prepared, 20% not at all whereas 40% were somewhere in between.

Q7. Are you a parent?

This question was presented for respondents who were not expecting a child (“No” to Q4).

Table 12. Survey question 7 Parent or not.

	%	#
Yes	82%	33
No	18%	7

82% of the respondents were already parents.

Q8. Do you know about the famous Maternity/Baby Box from Finland ?

Table 13. Survey question 8 Finnish Maternity Box awareness

	%	#
Yes	41%	20
Now I know- It is a collection of necessary items for a baby, such as baby clothes, bodysuits, diaper mat, care products. All these items come in a box which turns as a crib for the baby. Perfect product for a newborn.	59%	29

It is surprising that more than 50% of the respondents were not even aware of the Finnish Maternity box. It was a completely new idea for them.

Q9. Do you like the idea of a similar product, a complete package of all things you will need for an infant?

Table 14. Survey question 9 Likeability

	%	#
Very Much	67%	33
Somewhat yes	20%	10
Not so much	12%	6

67% liked the concept of this product very much, and 12% did not. Rest 20% percent probably liked it.

Q10. When you think about the product, do you think of it as something you need or don't need?

Table 15. Survey question 10 Product's need

	%	#
Definitely need	53%	26
Probably need	39%	19
Definitely don't need	8%	4

When 67% very much liked the idea of such a product, but when it came to need only 53% feel like they "definitely need" the product. This shows how a customer's needs can be main driving factor towards a purchase. 39% would probably need the product and 5% would not need the product at all.

Q11. If the product were available, how likely would you be to buy the product or have bought when you had your first child?

Table 16. Survey question 11 Purchase Probability

	%	#
Very likely	69%	34
Somewhat likely	29%	14
Not at all likely	2%	1

69% of respondents would very likely buy the product.

Q12. What main characteristics will you prefer the products to have?

This question is to check what characteristics the parents in India are looking for in the package. Mostly, this question applies to baby's clothes, but quality and comfort is also important for other care products as well. To assemble such a product, one would have many options to choose from.

Table 17. Survey question 12 Preferred characteristics

	%	#
Quality	90%	44
Comfort	80%	39
Branded/Designer	8%	4
Fashionable	10%	5

Most respondents want the products to have quality and comfort. Very few were focused on fashion and brand. Even the Finnish version of the box has high quality and very comfortable materials used.

Q13. What products would you hope for the package to include?

This question has a wide range of options, but the main idea was to know what category of products the potential buyers would be more inclined to as in care products, clothes, diapering related products, etc.

Table 18. Survey question 13 Products to be included

	%	#
Portable Baby Bed Box	49%	24
Gender Neutral Baby Clothes up to 6 months	61%	30
Gender Neutral Baby Clothes 7-12 months	35%	17
Soft Foam Mattress	57%	28
Waterproof Mattress Cover	80%	39
Cotton Sheet	59%	29
Baby Swaddle	49%	24
Diaper Changing Mat	73%	36
Mittens	49%	24
Hat	37%	18
Drool Bib	45%	22
Bath Towel	78%	28
Washcloth	49%	24
Organic cloth nappies	57%	28
Baby wipes	78%	38
Baby rash zinc cream	49%	24
Baby massage oil	63%	31
Baby moisturizing cream	61%	30
Baby shampoo and soap	69%	34
Baby toy	43%	21
Baby feeding pillow	53%	26
Feeding bottle	53%	26
Baby book	31%	15
Thermometer	51%	25
Nail Clipper	57%	28
Bath thermometer	43%	21
Burp cloth	57%	28
Teether	51%	25
Hair brush	53%	26
First toothbrush	33%	16
Nipple cream	41%	20
Breast pads	41%	20

Q14. On a scale of 1-5, how good it is a gift for new parents?

(5 being the perfect gift)

Table 19. Survey question 14 Gift for new parents

	%	#
1	2%	1
2	0%	0
3	10%	5
4	31%	15
5	57%	28

NPS 45% Promoters 57% Neutrals 31% Critics 12%

4.2 Data Analysis

Any new product idea commenced from idea generation must undergo concept testing. Concept testing could be performed by gathering data from survey respondents where general concept of the new product, its necessity and likelihood of purchase is discussed. It can be done even before developing the prototype, quickly and with much ease (Lancaster & Massingham 2011,141). The survey conducted is similar to concept testing where 59% of the respondents were even new to the concept of a baby box.

As the target market is India, the survey is very relevant as 100% respondents live in India. The expected age-group to take this survey was the one who are most likely to become parents. 94% of respondents fall under 25-44 age category which is relevant to the survey.

When the box was just a concept, 67% of the respondents very much liked the idea of such a product. But when the respondents were made to decide upon their need, only 53% could state that they will “Definitely need” the product and this is without any external factor considerations like time of decision, pricing etc. The secondary option of “probable” choices is being considered as negative here to incorporate the unknown factors whether the respondent understood the concept of the product, difficulty of reacting to a new question and other unmeasurable attributes.

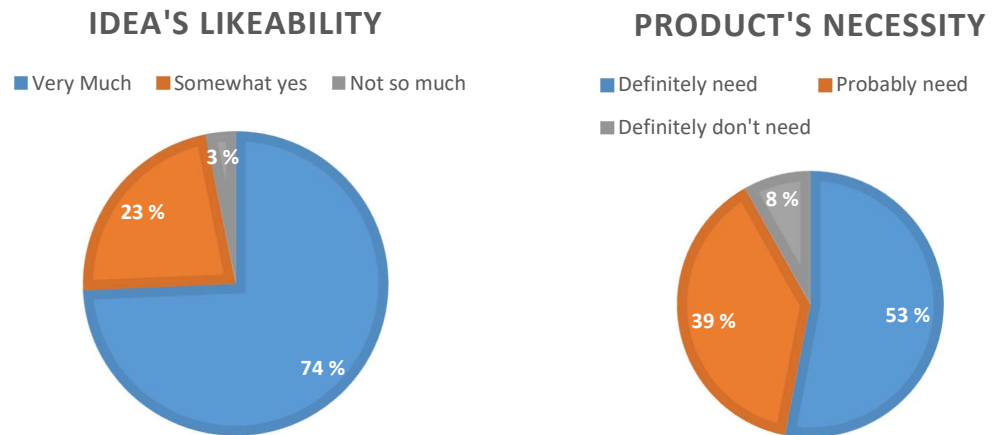


Figure 4. Likeability vs Necessity of the product

The most important question is where one gathers the respondent's likelihood of buying the product where 34 persons chose "Very Likely", even though the number of expecting parents currently was only 9. All non-parents expect 1 chose "very likely". Out of 33 existing parents, 22 were "very likely" to buy the product and 10 were "somewhat likely" and 1 chose "not at all". This reflects that the purchase probability quotient is high for this product at this research stage. Figure 5 shows a pie chart of purchase likelihood.

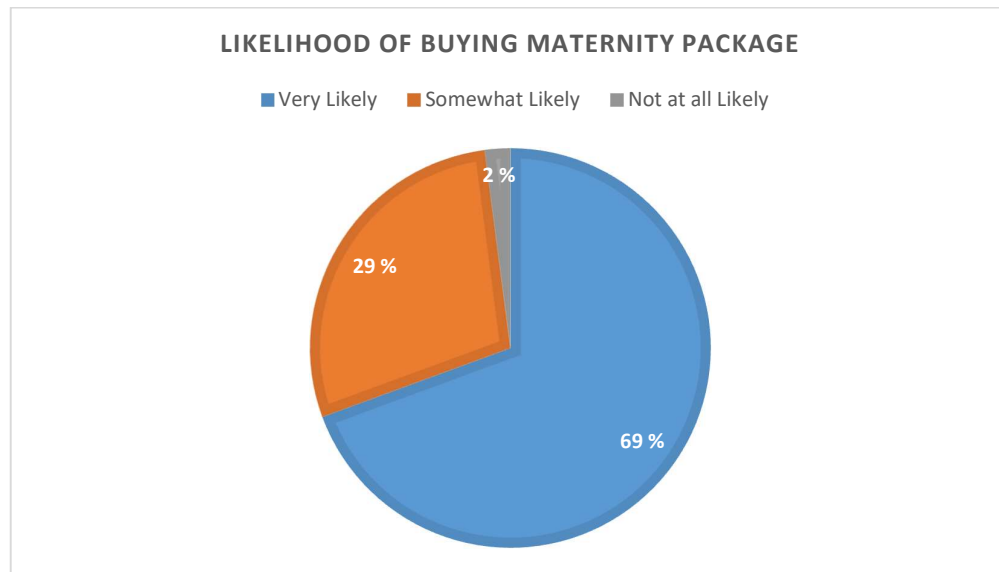


Figure 5. Purchase Likelihood of the maternity package

The survey also provided potential user's preferred attributes which will help in the development of the final product. Choosing and assembling this kind of product is the main challenge as it should appeal to most potential buyers. The respondents (more than 80%) confirming that quality and comfort would be their preferred attributes makes the product idea more feasible, as the initial baby box cannot be offered in many varieties. The concern of brands and fashion can be ignored with complete focus on quality. This would certainly raise the price of the product.

In most innovation cycles, the product discussed in the concept testing phase will certainly be different from the product finally available in the market (Lancaster & Massingham 2011, 141). But in the maternity box case, this does not hold very true. Even though it is a new concept for Indian market, it has existed for a good amount of time. The characteristics offered would certainly be different based on culture, geography and socio-economic factors.

The survey included an important question on what the potential buyers hope the package would include. Finnish version of the package includes a good number of clothes up to 12 months size. This was divided into two categories, up to 6 months and 7-12 months old baby size. 61% of respondents opted for the former whereas only 35% chose the latter. As most of the respondents (37) were already parents, this

could be a reliable factor to consider while designing the package. The inference could be that new parents would not want to easily commit to pre-chosen clothes for a whole long year. It would be wise to only include clothes for maybe 6-7 months age size.

Waterproof mattress cover, diaper changing mat, bath towel, baby wipes, massage oil, shampoo and cream were chosen by more than 60%. Less opted products were baby toy, baby book, bath thermometer and a toothbrush. This shows that top chosen products were mostly baby care products needed right in the beginning stages after childbirth. Products intended for a new mother were included by only 41% of the respondents. This outlines an important aspect of Indian version of the box, that it will have to be designed with equal standing for the care products as clothes. It could also be marketed as a high-quality care package for a newborn.

This kind of product could always be gifted by relatives, grandparents and friends to new parents. 57% were promoters and chose 5 on the 1-5 scale, 5 being the perfect gift. 31% were neutrals and 12% critics. NPS of 45% is an optimistic score for this product but this is only for the gifting fraction of the business idea.

5 Discussion

5.1 Results

The maternity package case discussed in section 3 and the survey data analysis will be the basis of the discussion below.

The Indian market study, survey, SWOT analysis, business model canvas and risk identification give a deeper insight to the factors that need to be considered for this business idea. Indian Market shows an incline towards growth of the baby product industry which is a positive indicator for this concept. Rise in e-commerce revenue also is a positive sign. The business requires less infrastructure in this way. Setting up this business is easier than other manufacturing or innovative start-ups. With proper research of the suppliers, a good quality product can be created in India. Many news articles state an increased spending on children's products in metropolitan areas of the country. The company can target the product offerings to these areas as most nuclear families are concentrated in these regions. So, the company has a well segmented target market for this product.

SWOT discussion showed a balanced mix of positives and negatives. The business will require low investments and has big market potential due to high child-birth rate in the country. Survey shows a high likeability quotient towards the concept and there is only one similar product available. So, if the customer decides to buy a maternity package, the sale conversion factor is high. Bundling the high-quality products would mark the whole box with a high price and that is a negative factor. Survey only presented questions relevant to the concept, need and likelihood of buying with no indication of the price. Survey revealed that more than half of the respondents were unaware of the Finnish maternity box, and this was one the weakness in SWOT discussion. Raising the visibility of the Indian version of the product will be a key activity for the company. It will raise the advertising costs as pointed out in the weaknesses of SWOT analysis. One of the risks identified was the acceptance of the product due to socio-cultural factors. Though this will vary widely based on the region, but high likeability figures from the survey indicate a very positive sign.

Technical risks are low in this case as no heavy machinery, plant or technical expertise is required to go ahead with the business idea.

The survey revealed that the buyers are looking more for the care products, rather than clothes. This is a diversion from the Finnish prototype where winter clothes are a major part of the box. But this makes the product assembly easier as apparel choices could be very different among customers. The results clarified what the potential customer really wants which will help in creating the product prototype. Major value propositions from the Business Model Canvas of the case was convenience, time saving and quality. This reflects in the survey where most of the respondents who even already have children chose “very likely” to buy the product with the idea that it will be convenient. The package has a good potential as a gift too with a high net promoter score. Hospitals could be partnered with to explore a new sales channel, so the idea exhibits opportunities too.

The study to check the feasibility of a new product is to determine the viability of an idea. The positives from the study outweigh the negatives relevant to this case. This feasibility question is for a very initial phase when the entrepreneur has only the idea in mind. The maternity package product has an audience and a market in India which confirms the viability of the idea. The study above has helped the author find out a valid reason to move ahead with this business idea which was the intent. It is out of the scope of this study to know that the business will be profitable or not. There could be potential financial problems which were not covered in this thesis where the research is highly recommended.

5.2 Answering the Research Question

The main research question of the thesis is whether the Maternity Box business will be a feasible business in India or not. The sub categories such as new product concept acceptance, customer attitude, market potential and whether the positives from the case discussion outweigh the negatives will help answer the feasibility question. As the research is exploratory in nature, the answer to the research question cannot be interpreted in a definitive “Yes” or “No” paradigm. As there are many underlying factors relevant to the feasibility question of a new business idea, the answer to it will be given in terms of likelihood. The results section established the positive elements such as ease of the business, positive customer attitude towards the product, the high purchase likelihood and high-growth trend in infant products industry. Hence, table 6 shows that the maternity package business will be “very likely” feasible.

Table 20. Research question and answer

Question	Answer
Is there market for the maternity package product ?	very likely
Is the potential customer interested in the product ?	very likely
Do the strengths of the idea outweigh the weaknesses?	very likely
Is the Maternity Package business feasible or not?	Very likely

5.3 Limitations

This section outlines the limitations of this research. As each new product is unique in its various offerings and characteristics, this research is exclusive to the maternity package product and cannot be used for evaluation of other business ideas or for any other business purposes. This research will be limited to India only and cannot be applied to any other country.

The research is only exploring the various aspects of this business idea in a very initial phase and does not include real business plan. Suppliers, pricing or the physical resources are not discussed in this study. No legal and permit issues have been discussed.

5.4 Recommendations

Further in-depth market research will help clarify the potential of this business idea in India. Further qualitative and quantitative analysis can be done to research the feasibility this new business idea. Interviews or focus group discussions in India can reveal more insights relevant to this business. Financial aspects could be researched too. One could research how the product will be priced and what price point the market will tolerate. This will help answer how much profits the product will generate.

Proper business plan for the maternity package business could be drafted to convert the idea into a real business. A well-drafted business plan can help an entrepreneur focus on the necessary measures required for a successful business. It is useful in raising capital and forecasting.

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Appendices

Appendix 1. Survey Questions

1. Do you live in India?
2. How old are you?
3. What is your gender?
4. Are you an expecting mother or a father?
5. Is this your first child?
6. Do you feel prepared for this new phase of life?
7. Are you a parent?
8. Do you know about the famous Maternity/Baby Box from Finland?
9. Do you like the idea of a similar product, a complete package of all things you will need for an infant?
10. When you think about the product, do you think of it as something you need or don't need?
11. . If the product were available, how likely would you be to buy the product or have bought when you had your first child?
12. What main characteristics will you prefer the products to have?
13. What products would you hope for the package to include?
14. On a scale of 1-5, how good it is a gift for new parents?

Appendix 2.

Survey Questionnaire Logic Flowchart

